

Ch-1 of 8 Jan 01  
EPMACINST 12410.3B  
011  
19 AUGUST 1997

EPMAC INSTRUCTION 12410.3B

From: Commanding Officer, Enlisted Personnel Management Center

Subj: CAREER LADDER POSITIONS

Ref: (a) Code of Federal Regulations, Title 5

Encl: (1) Career Ladder Training Plan (variable format)

1. Purpose. To issue revised policy for implementation of career ladder positions for civilian employees of the Enlisted Personnel Management Center (EPMAC), per reference (a).

2. Cancellation. EPMACINST 12410.3A.

3. Background. Executive Order 11478 and the Equal Employment Opportunity (EEO) Act of 1972 require that agencies provide maximum feasible opportunities to employees to enhance their skills so that they may perform at their highest potential and increase their abilities. The career ladder training concept was developed to meet these requirements. Career ladder training is an integral part of the Navy's Affirmative Employment Program and supports EPMAC-wide EEO efforts by providing a systematic management effort to provide developmental opportunities for lower-level employees who are in positions which do not enable them to realize their full work potential. The specific objectives of the program are to:

a. Provide an internal source of candidates for positions identified under the Federal Equal Opportunity Recruitment Program (FEORP).

b. Obtain more effective use of the capabilities of on board employees.

c. Develop opportunities for career ladder and/or lateral reassignments for employees whose current assignments do not provide for further advancements.

d. Provide employees with opportunities to grow and to enhance their qualifications to progress in career ladder positions.

e. Motivate employees and create a climate conducive to high morale.

f. Provide a broader base for selection of personnel for technical, administrative, and professional positions, thus diversifying the employee population in those career fields.

4. Policy. In support of the objectives contained in reference (a), EPMAC will provide the maximum feasible opportunities that can be offered within available funding for employees to enhance their skills so that they may perform at their highest potential and advance their abilities. The establishment and effective use of career ladder positions is one means of achieving the goals of this policy within EPMAC. Career ladder positions are defined as an established series of positions at multiple grade levels, i.e., more than two grade levels, progressing from an entry level position to a target position at an independent performance level. The full performance level is that grade recognized in the position classification standards which depicts an independent level of operation for a particular type of work. The nature of the Command, the work performed, and the way it is structured, all affect the determination of the full performance level.

5. Establishment of Career Ladder Positions

a. To be considered a career ladder position the following must be met:

(1) Initial entry into the position is by appointment from an Office of Personnel Management (OPM) register or by competitive promotion procedures and the promotion potential of the position being filled was made known to all potential candidates.

(2) The employee receives progressively more difficult assignments and developmental experiences.

(3) A training plan for development of the employee is established and fully documented.

(4) There is enough work at the target level for all employees in the career ladder group.

b. Supervisors considering the establishment of such positions for hiring purposes, should first consult with the Director, Personnel Management Division to ensure feasibility before proceeding. The following conditions must be met by the

supervisor or manager requesting the action before a position will be designated as career ladder:

(1) A Position Description (PD) must be developed at each grade level.

(2) Knowledge, Skills, and Abilities (KSAs) and a Credit-  
ing Plan must be developed for each grade level.

(3) Performance standards must be developed for each grade level and will consist of an evaluation of the grade building assignments and the major duties of the incumbent's PD.

(4) The above documents will be submitted to the Director, Personnel Management Division accompanied with EPMAC 12510/2, Position Management Review, for staffing via the Position Management Division to the Executive Officer for approval.

6. Recruitment and Selection Procedures. When management appoints an individual to one of the career ladder positions at the entrance or intermediate levels, the appointment is made with the full expectation that the employee will realize the higher grade and that all applicants have been made aware of the promotion potential. Consequently, management must select only those employees that they fully intend to use in grade building assignments. However, employees are not automatically entitled to a promotion at any given point and management must ensure that each employee so appointed is in fact capable of performing at the next higher grade level before being promoted. If an employee in a career ladder position is not promoted due to inability to perform at the next higher grade level within a reasonable amount of time, he or she must either be reassigned or appropriate adverse action shall be taken per reference (a).

7. Career Counseling. Career counseling must be available to candidates so that they will be knowledgeable of the duties of the position, as well as the training requirements. The supervisor, EPMAC Training Officer, and the Human Resources Office (HRO) Employee Development/Training Department, are jointly responsible for career counseling and must provide counseling to the selectee throughout the training period.

8. Preparation of Training Plans. Training plans will be initiated within 30 days of assignment to a career ladder position by the Command Training Officer, in coordination with

the immediate supervisor of the incumbent of the position. The Career Ladder Training Plan (variable format), enclosure (1), can be obtained from the Civilian Training Coordinator. Career ladder training plans will be consistent with the duties established for each grade level and will be submitted until the full performance grade is obtained. The purpose of the training plan is to set forth a written strategy for the supervisor and trainee to follow in preparing the trainee for the next higher grade level. The length of training will be determined by the amount of time necessary for the incumbent to meet the time-in-grade requirements for the next higher grade level.

9. Evaluation of Trainee's Progress. Evaluation reports of incumbents occupying career ladder positions will be completed utilizing established performance appraisal criteria. However, the training plan should be used as basis for counseling the employee on his or her developmental progress towards satisfactory performance for promotion to the next higher grade level.

Enclosure (1) will be submitted by the supervisor and employee, no later than the dates indicated in the "Reports Section" of the approved training plan.

10. Flexibility Provisions. Flexibility in the length and intensity of the training will be allowed to the extent that the subject matter may be adjusted to meet the needs of individual employees relative to their aptitudes and backgrounds. The specific experience and/or sequence of training may be altered to allow the learning experience to be responsive to actual work situations as they arise during the training period.

11. Promotions and/or Denial of Promotion Procedures

a. Career ladder promotions are not automatic upon completion of time-in-grade or training requirements; the employee must have demonstrated the ability to perform at the next higher grade level, and all qualification and administrative requirements must be met. All promotions are subject to the availability of funds.

b. Promotions to the target and any intermediate levels under the Career Ladder Training Program will be warranted when the following criteria have been met:

(1) Successful completion of the training plan

(2) Must perform at the fully successful level or above, on the employee's most recent performance appraisal

(3) Completion of all regulatory requirements, i.e., time-in-grade, qualification standards, etc.

(4) A memorandum recommending promotion should be forwarded to the Command Training Officer via the Director, Personnel Management Division by the immediate supervisor at least 30 days prior to the effective date of the promotion.

c. The following statement will be typed on the Request for Personnel Action (SF-52) and will be attested to by signature of the immediate supervisor: "The employee is satisfactorily performing the duties of the position and has demonstrated the ability to perform at the recommended grade level."

d. Under the Career Ladder Training Program, if the most recent performance appraisal does not support a decision to promote, there must be a letter from the immediate supervisor setting forth the reason for withholding the promotion. This letter must be coordinated with the appropriate department director, the Director, Personnel Management Division and reviewed by the Director, Administrative Services Management Office, prior to issuance to the employee.

e. Career Ladder Program participants who are not promoted due to an inability to perform at the next higher grade level within a reasonable amount of time, must be reassigned or appropriate adverse action procedures shall be taken per reference (a).

12. Form. EPMAC 12510/2 (Rev. 6-97), Position Management Review, may be obtained from the Director, Personnel Management Division.

P. G.HUIATT

Distribution:  
EPMACINST 5000.2 List A, B and C

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BUPERS (Pers-03)

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POTENTIAL CAREER LADDER POSITIONS WITHIN EPMAC

<u>SERIES</u>	<u>CODE</u>	<u>POSITION TITLE</u>	<u>TARGET LEVEL</u>	<u>ENTRY LEVEL</u>
GS-560	02	Budget Analyst	GS-11	GS-7/9
GS-343	02	Program Analyst	GS-11	GS-5/7/9

Enclosure (1)

(VARIABLE FORMAT)  
CAREER LADDER TRAINING PLAN

TRAINEE POSITION: (V1)

TARGET POSITION: (V2)

JOURNEYMAN LEVEL: (V3)

LOCATION: Enlisted Personnel Management Center,

REFERENCE: (V4)

NAME: (V5)

DATE ENTERED PROGRAM: (V6)

DURATION OF TRAINING: Minimum one (1) year, maximum two (2) years

OBJECTIVE:

SUPERVISOR: (V7)

REPORTS: (V8) will submit progress reports via the department director, and the Command Training Officer on the following dates: (V9)

(V10) will also provide evaluation reports on the above schedule (See attachment 1). All reports will be submitted to HRO Employee Development/Training Department via the Supervisor, Department Director, and Command Training Officer within 10 days of the due date.

ADMINISTRATION OF THE PROGRAM: (V11) will ensure that relevant training and work experiences are conducted and discussed in a timely manner.

(V12) is expected to (1) possess the motivation and initiative necessary for his or her own self-development through relevant work participation; (2) actively pursue any training, correspon-

dence courses or other areas of development specified by this training program; and (3) complete all assignments in a satisfactory manner.

At his or her discretion, the supervisor reserves the right to amend this training plan and to reassign employee to other areas within the work-center.

Successful completion of this plan coupled with satisfactory performance at the Trainee Position will make the employee eligible for consideration for promotion to the target position.

However, successful completion of this plan and/or satisfactory performance at the trainee position do not guarantee promotion to the target position. Employee must demonstrate, to the satisfaction of his or her supervisor, the ability to satisfactorily perform the duties of the target position. The Career Ladder Plan will be maintained in the employee records by the Director, Management Services Division.

ELEMENTS OF DEVELOPMENT PLAN:

A. The training listed below is intended to enable (V13) to attain the knowledge, skills, and abilities necessary to:

(V14)

B. Formal Training. (V15)

C. On-the-Job Training Assignments. During this training period (V16) will be instructed and assigned work in the following areas:

(V17) <u>ASSIGNMENT</u>	<u>TRAINER'S INITIALS</u>	<u>EMPLOYEE'S INITIALS</u>	<u>DATE COMPLETED</u>
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

SELF DEVELOPMENT:



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A. Incumbent must be familiar with directives and publications that set the standards the Navy uses for performing data processing, data elements, freedom of information and mobilization processes.

AGREEMENT: I, the undersigned, agree to participate in the Career Ladder Training Program under the training and development plan outlined above, which was specifically assigned to provide me the opportunity to learn the necessary knowledge and skills to qualify for the target position.

During the training period, I will be assigned to a training position. I understand that further advancement is not guaranteed, but is dependent upon successful completion of the prescribed training and availability of funds.

I understand that promotion to positions at grades above this target position are not provided for under this program.

If I fail to meet the performance requirements of the development plan, I will be returned to my former position, if available, or one comparable in grade and rank, without reference to adverse action procedures. If such a position is not available, however, adverse action procedures would have to be initiated or other adjustments made.

DISCUSSION: I have had the opportunity to discuss the procedures and provisions of the program with my supervisor, Command Training Officer. I enter into this agreement voluntarily and affirm that I will put forth my best effort to succeed.

\_\_\_\_\_  
SIGNATURE/EMPLOYEE

DATE

\_\_\_\_\_  
SIGNATURE/SUPERVISOR

DATE

\_\_\_\_\_  
SIGNATURE/DEPARTMENT DIRECTOR

DATE

\_\_\_\_\_  
SIGNATURE/COMMAND TRAINING OFFICER

DATE

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APPROVED:

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HRO TRAINING COORDINATOR

DATE



SAMPLE

SUPERVISOR'S EVALUATION OF EMPLOYEE IN TRAINING		
Training Program		Training Period
Name of trainee	Employee or Badge No.	Position
Department	Division	Section (Code)
<p>INSTRUCTIONS: The immediate supervisor will evaluate the employee in training objectively, comparing with other employees undergoing the same training, with other personnel assigned the same or similar work or with individual standards.</p>		
<p>1. Discuss the trainee's overall performance of training assignments. List the training assignments for this training period.</p>		
<p>2. Is the training adhering to the schedule of the training plan? If not, should the training plan be modified, and how?</p>		
<p>3. Discuss the trainee's adaption to the career field. Is the trainee becoming conversant with others in the field, etc?</p>		
<p>4. Is the learning ability displayed by the trainee sufficient to enable the trainee to attain the necessary knowledge, skills and abilities for the target position?</p>		

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EPMAC 12410/5 (7-94)

Enclosure (3)

5. What is the trainee's overall performance to date?													
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
Outstanding	Very Good	Satisfactory	Marginal	Unsatisfactory									
6. Approximately <input type="checkbox"/> 25% <input type="checkbox"/> 50% <input type="checkbox"/> 75% <input type="checkbox"/> 90% of training has been completed													
REMARKS:													
<input type="checkbox"/>	This rating has been discussed with the trainee.												
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="4">Training Period Date</td> </tr> <tr> <td style="width: 15%;">From</td> <td style="width: 25%;"></td> <td style="width: 10%; text-align: center;">T O</td> <td style="width: 50%;"></td> </tr> </table>						Training Period Date				From		T O	
Training Period Date													
From		T O											
<div style="text-align: right; margin-bottom: 20px;"> Signature - Immediate Supervisor      Date </div> <div style="text-align: right; margin-bottom: 20px;"> <hr/> Signature - Division Director      Date </div> <div style="text-align: right; margin-bottom: 20px;"> <hr/> Signature - Department Director      Date </div> <div style="text-align: right;"> <hr/> Signature - Command Training Officer Date </div>													

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Signature - HRO Training Officer      Date

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EPMAC 12410/5 (7-94)

Enclosure (3)

SAMPLE

CAREER LADDER TRAINING PROGRAM EVALUATION  
(To be completed by Trainee)

Name

Supervisor

Reporting Period

From:

To:

List Assignment(s) or project(s) given during this period:

1. Is the training program accomplishing its objective?

2. Please describe briefly all classroom training, correspondence courses, seminars or meetings which you have attended or completed during this period.

3. Discuss how your assignments are increasing your technical knowledge.

4. In what areas do you feel you need further training? Why?

5. What benefits did counseling provide you? How can career counseling be improved?



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Comments:

Employee Signature      Date

Signature - Immediate Supervisor      Date

Signature - Division Director      Date

Signature - Department Director      Date

Signature - Command Training Officer      Date

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Signature - HRO Training Officer	Date

EPMAC 12410/6 (7-94)